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# **CERTIFICATE PROGRAM MASTER CERTIFICATE IN FOODSERVICE MANAGEMENT**

8-course certificate series from Cornell University's School of Hotel Administration

SHA07 **Foodservice Management Systems: Issues and Concepts**

SHA08 **Foodservice Management Systems**

SHA09 **Developing a Baseline for Restaurant Revenue Management**

SHA10 **Developing and Implementing a Strategy for Restaurant Revenue Management**

SHA01 **Managing People More Effectively**

SHA02 **Marketing Analysis in the Hospitality Industry**

SHA05 **Marketing Planning in the Hospitality Industry**

HAME513 **Understanding Financial Statements, and**

HAME514 **Using Ratio Analysis to Evaluate Financial Performance**

*Or*

SHA03 **Principles of Financial Accounting in the Hospitality Industry**



## Course Experience—Program Quality

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### Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

### Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



## Certificate Series Overview Foodservice Management

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### OVERVIEW

Each year, hundreds of professionals who want to sharpen their existing skills, develop new skills, and enhance their understanding of Foodservice Management participate in executive education programs from Cornell's School of Hotel Administration. eCornell has worked hand-in-hand with the Hotel school to adapt its renowned Professional Development Program for convenient online delivery in the form of two professional certificate series:

- Four-course Certificate in Foodservice Management
- Eight-course Master Certificate in Foodservice Management

These certificates examine the issues and challenges of the foodservice industry and outline strategies that contribute to a successful foodservice operation. Courses focus on a systems approach to foodservice management. Participants learn how to manage the major areas of menu planning, purchasing, receiving, storage, production, and control systems. They assess the effectiveness of several foodservice systems, use a service blueprint to improve the service delivery process and increase profits, and examine such variables as client flow, menu planning, dining time, optimal table mix, meal duration, and variable pricing.

Participants who complete the Master Certificate in Foodservice Management also learn about strategies to increase profitability through improved human-resource management, financial management, superior service, and the creation of a competitive marketing position that builds their value proposition.

Once the most effective strategies have been identified, participants focus on how to implement desired changes efficiently to produce measurable improvement in market share and overall revenue for their foodservice operation.

Note: eCornell courses can be used to satisfy requirements for on-campus Professional Development Program certificates as well as online Foodservice Management certificates. Two online courses (15 hours of instruction per course) are equal to one on-campus course (30 hours of instruction per course).



# Master Certificate Master Certificate in Foodservice Management

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## Eight-course Master Certificate in Foodservice Management

### Component Courses

Students earn the Master Certificate in Foodservice Management by completing the four courses comprising the Certificate in Foodservice Management as well as the courses listed below:

- SHA01 **Managing People More Effectively**
- SHA02 **Marketing Analysis in the Hospitality Industry**
- SHA05 **Marketing Planning in the Hospitality Industry**

*To satisfy the financial accounting portion of the Master Certificate, students must complete either of the following two programs comprising approximately 13 hours of learning:*

- HAME513 **Understanding Financial Statements**

*And ...*

- HAME514 **Using Ratio Analysis to Evaluate Financial Performance**

*Or ...*

- SHA03 **Principles of Financial Accounting in the Hospitality Industry**

### Target Audience

This certificate is appropriate to foodservice professionals from hotels, chain and independent restaurants, and other hospitality outlets looking to increase profits and advance their careers. It is also ideal for hospitality professionals from other disciplines seeking to transition into foodservice positions.

### Accreditation

Participants who successfully complete the requisite courses will receive a Master Certificate in Foodservice Management from Cornell University's School of Hotel Administration.



## Course Overview

In order to compete in the hospitality industry, outstanding service must be the rule--not the exception. Superior service is based on effective teamwork and a manager's ability to prioritize work for their employees and themselves and to effectively manage stress. In this course, participants will explore personal tendencies that affect time management behaviors and effective strategies to solve personal time management problems. They will learn to recognize the signs of stress, how it affects both the individual and the organization, and strategies to eliminate common stressors. The course will also focus on how to identify employees who are having personal problems that affect their work, and how effective counseling can promote higher productivity.

## Target Audience

This course is crucial for hospitality professionals who lead or manage teams of people and seek to enhance employee productivity and effectiveness.

## Organizational Outcomes

Participants who complete this course will be able to:

- Identify personal tendencies that affect time management behaviors
- Implement effective strategies to solve personal time management problems
- Apply techniques to efficiently manage the time of employees
- Understand how stress impacts both the individual and the organization
- Employ strategies to eliminate common stressors
- Recognize signs of extreme stress in employees and implement a five stage counseling process

## Course Benefits

In this course, participants learn about:

- Strategies for eliminating procrastination
- Effective prioritization of tasks
- Constructive confrontation as a tool for managing employees with time management difficulties
- Goal setting and devising a personal action plan
- Personal signs of stress
- Successful stress management
- A manager's role as counselor in the hospitality industry
- Attitudes and values needed to effectively counsel staff
- Signs that counseling may be required
- Six techniques for effective counseling

## Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

## Faculty Authors

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# SHA02 Marketing Analysis in the Hospitality Industry

Course Number: SHA02



## Course Overview

Success in the hospitality and tourism industry is dependent on an organization's ability to identify and satisfy customers. High quality of service alone cannot guarantee success. An organization must also be able to accurately target and attract an interested client base. This course focuses on the importance of marketing as part of an organization's overall business strategy. It will explore the fundamentals of marketing as they apply to the hospitality and tourism industries. Participants will learn how to conduct a detailed market analysis, correctly target customers, and develop a highly effective marketing strategy that helps to increase market share.

## Target Audience

This course is vital for hospitality professionals who are responsible for attracting a sustainable customer base to their organization. It is also instrumental for owners of large and small businesses who want to increase profits in a highly competitive industry.

## Organizational Outcomes

Participants who complete this course will be able to:

- Understand and apply the fundamental aspects of modern marketing
- Design and implement a detailed environmental market analysis
- Determine the target customer base for their organization
- Develop a highly effective marketing strategy
- Make clear and decisive marketing choices
- Choose the most efficient advertising medium

## Course Benefits

In this course, participants learn about:

- The decisive role that marketing plays in an organization
- The scope of marketing for an organization
- Value as it is applied to the hospitality industry
- Six steps in the marketing research process
- The concept and benefits of database marketing
- Consumer behavior and its impact on marketing research
- The SWOT model of data analysis

## Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

## Faculty Author

Judy A. Siguaw, D.B.A.  
Professor  
School of Hotel Administration  
Cornell University



# SHA03 Principles of Financial Accounting in the Hospitality Industry



## Course Overview

Sound financial accounting practices are essential to the success of a hospitality organization of any size. Every year many restaurants and hotel ventures fail because managers and owners are unable to accurately track their financial performance. Without this information, they are unable to make the operational changes necessary to keep their business on track and profitable. Using a new restaurant simulation, participants in this course will learn fundamental accounting principles and how crucial the understanding and application of accurate, consistent financial accounting practices are to the viability and profitability of an organization.

## Target Audience

This course is essential for professionals and entrepreneurs who need to be able to effectively manage the financial aspects of their operation.

## Organizational Outcomes

Participants who complete this course will be able to:

- Determine an accurate picture of an organization's business history and financial state
- Effectively track and manage financial information
- Gather, understand, and share financial data within an organization
- Use an Integrated Accounting Spreadsheet (IAS) system to track the financial performance
- Utilize accounting reports to communicate the financial performance

## Course Benefits

In this course, participants learn about:

- Fundamental accounting principles
- The structure and utility of a balance sheet
- The definition and purpose of various Uniform System of Accounts categories
- Proper classification of contributors
- Prepaid and accrued expenses
- Depreciation and amortization
- Balance sheets and cash flow statements
- Bad debt management

## Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

## Faculty Author

Robert M. Chase  
Professor Emeritus  
School of Hotel Administration  
Cornell University



## Course Overview

Hospitality-related organizations are more likely to succeed when they can accurately identify the opportunities within the marketplace, understand the specific needs of their customers, and effectively promote their products or services. They understand the importance of defining customer demographics and effectively tailoring their product or service to attract, retain, and increase market share. In this course, participants will learn to identify a target market and develop a marketing mix involving product, price, promotion, distribution, and location. They will also learn how to create a strategic position based on product development and a brand identity that distinguishes the organization from its competitors.

## Target Audience

This course is vital for hospitality managers and entrepreneurs who need to learn how to identify, attract, and increase market share.

## Organizational Outcomes

Participants who complete this course will be able to:

- Identify a target market for their product or service
- Determine a strategic position within a target market
- Tailor a product or service to customer needs
- Reach a higher volume of customers at an efficient cost
- Develop appropriate pricing and identify the best location within a given market
- Determine the demographic characteristics of a market and adapt promotions to it
- Design an effective promotional campaign

## Course Benefits

In this course, participants learn about:

- Target markets and strategic positioning
- Service and augmented product concepts
- New product development
- Product identification and branding
- Measurable components of service quality
- Price as a determinant of market demand
- Location and sight selection
- Two dimensions of distribution in the hospitality industry
- Advantages and disadvantages of principle distribution channels
- Direct marketing and sales promotion

## Certificate

This course is part of the following Master Certificates from Cornell University's School of Hotel Administration:

- **Essentials of Hospitality Management**
- **Foodservice Management**

## Faculty Author

Judy A. Siguaw, D.B.A.  
Professor  
School of Hotel Administration  
Cornell University



# SHA07 Foodservice Management Systems: Issues and Concepts



## Course Overview

The foodservice industry faces a very specific set of challenges. Managers and owners of profitable foodservice operations understand and know how to take advantage of industry trends to drive success for their organization. In this course, participants will examine the issues and challenges of the foodservice industry and strategies that contribute to a successful foodservice operation. The course will focus on a systems approach to foodservice management that drives profitability through improved human resources management, superior service, and a competitive marketing position that builds a value perception for their customers.

## Target Audience

This course is indispensable for managers, supervisors, and entrepreneurs in the foodservice industry who want to create or maintain a profitable, dynamic foodservice business.

## Organizational Outcomes

Participants who complete this course will be able to:

- Use a systems approach to improve the performance of a foodservice operation
- Effectively use strategies for managing trends and fads
- Recognize and avoid the key reasons for failure in the foodservice industry
- Recognize and utilize the key factors for success in the foodservice industry
- Employ strategies for influencing customer value perception
- Conduct market research to assess and develop a restaurant concept
- Design and implement superior service and human resources systems

## Course Benefits

In this course, participants learn about:

- The systems approach for the foodservice industry
- The lifecycle of a restaurant
- Factors that drive a restaurant toward success or failure
- Issues and challenges of foodservice operations
- Food and beverages trends
- Major functions of the marketing system
- Strategies for influencing customer value perception
- The function and components of a service system
- Key elements of a human resources system
- The staffing subsystem
- The scheduling subsystem

## Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:

- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

## Faculty Author

Stephen A. Mutkoski, Ph.D.  
Professor  
School of Hotel Administration  
Cornell University



## Course Overview

The most successful foodservice organizations use an efficient systems approach to foodservice management. They understand that every aspect of their operation must be standardized and well-organized if they are to remain solvent and achieve maximum profitability. In this course, participants will learn a comprehensive systems approach to managing the major areas of menu planning, purchasing, receiving, storage, production, control and management, and marketing and merchandising. Participants will assess the effectiveness of several foodservice systems and learn to select the most effective approach for their specific organization.

## Target Audience

This course is vital for managers, supervisors, and entrepreneurs in the foodservice industry who want to learn how to organize their operation, increase cost efficiency, and maximize profitability.

## Organizational Outcomes

Participants who complete this course will be able to:

- Design a menu layout that meets the needs of the market and the financial goals of the organization
- Select suppliers that are reliable, cost efficient, and of the highest quality
- Develop standard operating procedures for a receiving department
- Design and implement a highly effective storage and maintenance system
- Employ a production system that attains a superior level of quality and consistency, while focusing on safety and sanitation
- Organize a control system to maximize the efficiency of personnel
- Use management tools and techniques to analyze the effectiveness of the overall operation
- Implement marketing and merchandising strategies that increase revenues and customer base

## Course Benefits

In this course, participants learn about:

- Menu planning and design
- Pricing strategies based on demand
- Functions and specifications of an effective purchasing system
- Strategies for implementing checks and balances in a receiving department
- Standard operating procedures for a storage and issuing department
- Key functions of a foodservice control system
- Activities and attributes of a successful foodservice manager
- Competitive analysis and effective advertising strategies

## Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:

- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

## Faculty Author

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# SHA09 Developing a Baseline for Restaurant Revenue Management



## Course Overview

The most successful restaurants achieve maximum profits in their food and beverage operations by carefully adhering to advanced revenue management theory. They go beyond the conventional focus on average check, labor, and food-cost percentages to a detailed analysis of revenue per available seat hour (RevPASH). In this course, participants conduct a detailed data analysis of arrivals, occupancy, and meal duration for a particular restaurant. They use tools such as fishbone diagrams and bottleneck analyses to understand fully the factors responsible for a restaurant's performance. They also learn how to use a service blueprint to improve the service delivery process and increase profits.

## Target Audience

This course is essential for restaurant managers, supervisors, and entrepreneurs who want to increase profits through a complete understanding of revenue management.

## Organizational Outcomes

Participants who complete this course will be able to:

- Improve occupancy rates
- More efficiently control meal duration
- Identify and understand demand patterns
- Perform a bottleneck analysis to identify slow points in customer flow
- Use a fishbone diagram to analyze cause and effect in the delivery of service
- Create a service blueprint to identify specific elements of the service delivery process

## Course Benefits

In this course, participants learn about:

- Implementing advanced restaurant revenue management strategies
- Components of meal duration
- Time study as a tool for identifying the sources of duration problems
- RevPASH (Revenue Per Available Seat Hour) calculation
- Managerial uses of RevPASH
- Demand patterns and unconstrained demand
- Relationship between table mix and party-size mix
- Defined strategy to accommodate arrival patterns and manage occupancy
- Managerial uses of load charts
- How service blueprints, fishbone diagrams, and bottleneck analyses can be used to increase profitability

## Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:

- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

## Faculty Author

Sheryl E. Kimes, Ph.D.  
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# SHA10 Developing and Implementing a Strategy for Restaurant Revenue Management



## Course Overview

In the highly competitive restaurant industry, leading organizations remain profitable by knowing when and how to implement new revenue management strategies. They constantly assess those variables that influence the efficiency, effectiveness, and profitability of their organization. Using a simulation, participants learn to use baseline data to identify effective revenue management strategies that result in high returns. They will examine such variables as client flow, menu planning, dining time, optimal table mix, and variable pricing. Once they've identified the most effective strategy, participants focus on how to efficiently implement desired changes that result in a measurable improvement of revenues.

## Target Audience

This course is vital for restaurant managers and supervisors responsible for maintaining and increasing revenues. It is also indispensable for entrepreneurs who want to increase profits for their operations.

## Organizational Outcomes

Participants who complete this course will be able to:

- Implement effective strategies to increase “hot” revenue
- Measure improvements resulting from currently implemented strategies
- Design an optimal table mix to increase revenues
- Introduce strategies to reduce variation in dining time
- Use pricing strategies to make price more variable and increase profit
- Calculate the costs of various elements of implementation

## Course Benefits

In this course, participants learn about:

- Hot/warm/cold approach to restaurant revenue management
- Strategies for managing arrivals and meal duration
- Internal and external aspects of meal duration
- Elements of an optimal table mix
- Common mistakes in price customization
- Perceived fairness in the effective use of variable pricing
- Menu engineering
- Implementation issues related to staffing, management, and training
- Baseline “hot” revenue calculation

## Certificate

This course is part of the following certificates from Cornell University's School of Hotel Administration:

- **Master Certificate in Essentials of Hospitality Management**
- **Certificate in Foodservice Management**

## Faculty Author

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# HAME513 Understanding Financial Statements



## Course Overview

In order for organizations to succeed, leaders and managers must be able to accurately interpret and utilize financial reports. They must also be able to assess the overall financial performance of the organization, a particular department, or the competition, and then convey the organization's financial condition to its constituents. In this course, participants will learn how to read and interpret income statements, balance sheets, and cash flow statements. By understanding the information contained in each of these key reports, participants will have a solid foundation upon which to base more advanced analysis of their firm's financial performance.

## Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how to accurately interpret and use the data to improve efficiency and productivity for their department and organization.

## Organizational Outcomes

Participants who complete this course will be able to:

- Understand and interpret the information found in the three principle financial statements
- Understand how the three reports relate to one another and how they are combined (with additional information) to serve as an annual report
- Work with online sources of financial information to conduct research on publicly traded firms and industries

## Course Benefits

In this course, participants learn about:

- The structure and purpose of income statements, balance sheets, and cash flow statements
- Line-by-line interpretation of income statements, balance sheets, and cash flow statements
- Leading online sources of publicly available financial information
- The function and components of an annual report

## Certificate

This course is part of the following certificates:

- **Financial Management for Making Business Decisions**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

This course is an elective in the following Master Certificates:

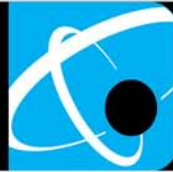
- **Foodservice Management**, from Cornell University's School of Hotel Administration
- **Essentials of Hospitality Management**, from Cornell University's School of Hotel Administration

## Faculty Authors

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School of Hotel Administration  
Cornell University

Scott Gibson, Ph.D.  
Assistant Professor  
School of Hotel Administration  
Cornell University

# HAME514 Using Ratio Analysis to Evaluate Financial Performance



## Course Overview

The ability of an organization to analyze its financial position is essential for improving its competitive position in the marketplace. Through a careful analysis of its financial performance, the organization can identify opportunities to improve performance at the department, unit, or organizational level. In this course, participants will learn to use several ratio analysis instruments to achieve a comprehensive understanding of a firm's financial performance and how the information can be used as a foundation upon which to design and implement initiatives for increased productivity and profitability.

## Target Audience

This course is necessary for all professionals who deal with financial reports and need to understand how the data can be analyzed to accurately assess their organization's financial strength.

## Organizational Outcomes

Participants who complete this course will be able to:

- Use ratio analysis to identify areas of strong financial performance and those that need improvement
- Accurately assess the financial performance of a department, unit, or organization relative to its competitors or to its own past performance

## Course Benefits

In this course, participants learn about:

- The purpose and methods of asset management ratios
- Asset management ratios as a tool for evaluation and improvement
- Liquidity, coverage, and leverage ratios as tools for assessing short and long-term solvency
- Profitability ratios and Dupont analysis as instruments for determining profitability
- Equity price multiples and enterprise value multiples as devices for computing valuation

## Certificate

This course is part of the following certificates:

- **Financial Management for Making Business Decisions**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

This course is an elective in the following Master Certificates:

- **Foodservice Management**, from Cornell University's School of Hotel Administration
- **Essentials of Hospitality Management**, from Cornell University's School of Hotel Administration

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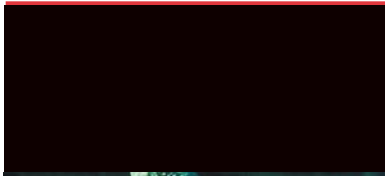
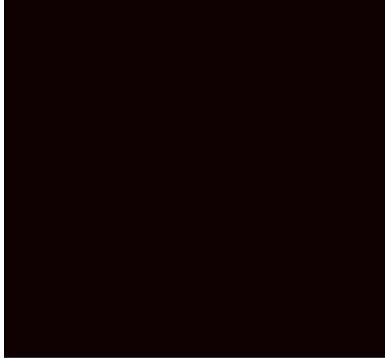
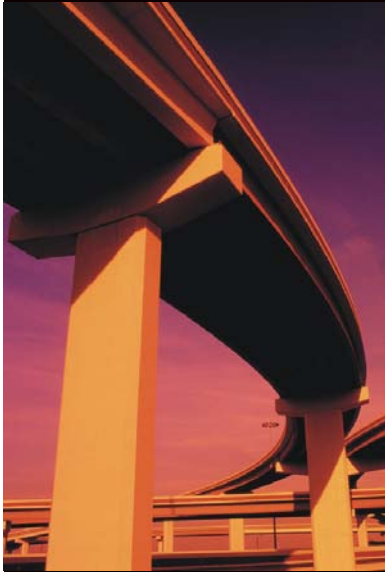
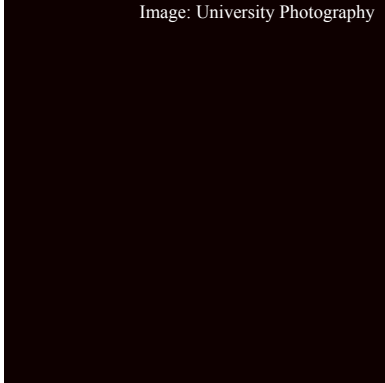


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